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Programme planning

Proposed strategic framework for the period 2016-2017

Part two: biennial programme plan

Programme 25
Management and support services

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Overall orientation

25.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management, the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely, finance, human resources, information and communications technology (ICT), and support services, including procurement and infrastructure; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

25.2 The programme derives its mandates from the principles and purposes of the Charter of the United Nations. The mandates are provided in relevant resolutions of the General Assembly and the Security Council.

25.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

25.4 The Department, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support to results-based management approaches, including regular and systematic monitoring of Secretariat-wide programmatic activity and the promotion of self-evaluation practices within the Department, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results oriented.

25.5 The Department will facilitate institutional and senior managers' accountability through: the preparation of programme performance reports for presentation to the intergovernmental organs; the monitoring and administration of senior managers' compacts; and the provision of substantive support to the Management Performance Board. The Department will also closely monitor oversight body recommendations, follow up on the status of implementation, identify material weaknesses, and ensure that remediation plans are developed, and provide the required information to the Management Committee. In addition, the Department will continue its work in the area of accountability, including support for accelerating the implementation of results-based management.

25.6 Recognizing the importance of the adoption of a systematic approach to risk management and internal control in the United Nations, the Department will continue its efforts aimed at achieving the overall implementation of an effective risk management and control framework throughout the Secretariat. The framework will enhance the governance and management practices of the Secretariat; strengthen the focus on objectives; and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and

internal control management activities will become an integral part of the processes and operations of the entire Organization.

25.7 The implementation of the enterprise resource planning project, known as Umoja, will continue under the coordinating and oversight function of the Department through the Enterprise Resource Planning Steering Committee. The Department will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources (people, money and materials). The Department is exploring what dependencies (needs) and what enabling capabilities (opportunities) the Umoja solution will bring in terms of rationalizing and re-engineering processes in administrative, transactional and other back-office tasks throughout the Secretariat. The integration and consolidation of certain transactional administrative processes in shared services will be the focus of a new service delivery model for the Secretariat, the proposal for which will be presented by the Secretary-General to the General Assembly.

25.8 The management evaluation, as the first step in the formal process of administration of justice, provides management with an opportunity to correct administrative decisions that do not comply with internal law. It complements the efforts of the Department to improve management practices and strengthen accountability. The Department, through its management evaluation function, and within prescribed time limits, will strive to improve decision-making and to reduce the number of cases proceeding to formal litigation. In addition, the Department will establish and implement effective measures to increase managerial accountability.

25.9 The Department will continue to provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

25.10 The Department will continue to lead the efforts to ensure the sustainability of the Organization's compliance with International Public Sector Accounting Standards (IPSAS) accounting policies and the realization of IPSAS benefits in close collaboration with stakeholders, using information-sharing strategies to that end. Work will continue to strengthen managerial controls and accountability in the area of financial management and stewardship of assets, in the context of the Department's implementation of an effective enterprise risk management and internal control framework.

25.11 The Department will continue to advance its reform agenda aimed at developing an Organization that is responsive and supports a culture of empowerment and performance, allows for equal access to career opportunities irrespective of programmes and sources of funding and provides staff members with opportunities to learn and grow so that they can reach their greatest potential. It will also focus on strengthening workforce planning, performance management, career support and the implementation of the mobility framework subject to the approval of the General Assembly. In addition, the Department will improve its delivery of occupational health services to United Nations staff and facilities worldwide. The talent management information system, Inspira, will continue to be enhanced in support of human resources reform efforts such as recruitment, learning management and performance management. Targeted outreach campaigns will be

conducted with a view to achieving more equitable geographical representation of Member States and female representation and to identifying high-quality candidates. The Department will continue to support and strengthen the integration of gender perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

25.12 The Department continues to support the implementation of programmes and activities at the Headquarters and at field operations through the provision of efficient, cost-effective, transparent, timely and high-quality procurement services. In this respect, the Department will continue to develop best practices to further improve internal controls and will share these with the organizations and bodies of the United Nations system; support the professional development of staff and continue its efforts to identify new vendors, particularly from developing countries and countries with economies in transition, in order to increase its pool of bidders and enhance international competition. The Department will also ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation services, archives and records management, mail and pouch operations and other commercial activities. In particular, the Department will continue to implement a global perspective in the planning and prioritization of capital and facilities expenditure as well as in strategies for managing office space at Headquarters. The Department will also lead the implementation of the organizational resilience management system/emergency management framework across the United Nations system.

25.13 The Department will provide overall strategic direction and central leadership for the establishment and implementation of Organization-wide ICT and for planning and coordinating ICT activities Secretariat-wide including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and funds, programmes and specialized agencies of the Organization. The ICT strategy will aim to establish an environment and associated architecture to achieve an enterprise-wide approach that makes provision for operational autonomy and agility, where warranted, and supports a truly global harmonized environment that is secure, reliable, scalable and easily accessible. The Department will institute enterprise architecture, lead the strengthening of Umoja mainstreaming, information security and operational resilience and ensure that ICT programmes are aligned with the core work of the United Nations.

25.14 The renovation of the historic United Nations Headquarters complex, the capital master plan project, will be completed by 2015. The Office for Central Support Services, within the Department of Management, will fully operate the renovated Headquarters complex following the capital master plan, including comprehensive servicing of the technological and design upgrades so that the complex is utilized and maintained in the most efficient and effective manner. Subject to General Assembly approval, the Department will also implement the strategy for long-term accommodation at Headquarters and improve space utilization of all premises through the progressive roll-out of flexible workspace programmes that promote productivity and better meet the working needs of occupants. In addition, the Department will continue the implementation of the strategic capital review initiative, a long-term capital programme and prioritization

strategy for the global premises of the United Nations Secretariat in accordance with the guidance received from the General Assembly.

25.15 The experience gained from large capital projects, including the capital master plan, will continue to be leveraged to ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis. The Department, together with the United Nations Office at Geneva, will work to further devise a comprehensive renovation and refurbishment programme for the Palais des Nations. In that regard, the General Assembly, in its resolution 68/247, requested the Secretary-General to ensure robust internal project control mechanisms in the context of the scope, cost, schedule and quality of the strategic heritage plan and, through the Department, to take into account lessons learned and best practices from past constructions and renovation projects. The construction work to restore the physical condition and preserve the heritage of the buildings at the Geneva complex, which will involve the exploration of alternative funding mechanisms, will commence upon the completion of the prerequisite design phase and upon the approval of the Assembly.

25.16 The Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities in cases where such services would be more efficient and cost-effective than existing arrangements.

A. Headquarters

Subprogramme 1*
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1
Management services

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations	(a) (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff (ii) Increased implementation rate of recommendations issued by the oversight bodies to the Secretariat

* The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

(b) Strengthened accountability throughout the Secretariat	(b) (i) All senior managers' annual performance assessments completed for review by the Management Performance Board (ii) Timely delivery on institutional performance (programme performance report) for review by the Management Performance Board and intergovernmental bodies
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(c) (i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases (ii) Maintenance of the average number of cases handled by the Headquarters Property Survey Board

Strategy

25.17 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will play a key role in the development and promotion of good management practices and the introduction of administrative policies and procedures that enable more efficient and effective programme implementation while complying with legislative mandates, regulations and rules. In support of the Secretary-General's commitment to strengthen accountability and transparency, the Office will continue to enhance the Secretariat's accountability framework. As part of that effort, it will guide senior management in the deployment of an enterprise risk management and internal control framework and will provide substantive support to the Management Performance Board and the Management Committee. In addition, the Office will review the findings and recommendations of oversight bodies, identify material weaknesses and conditions that need to be reported and will follow up on the status of implementation of recommendations and the adoption of remediation plans.

25.18 The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which supports the work of the Headquarters Committee in its review of proposed procurement actions over a specific threshold; the secretariat that supports the Award Review Board established on a pilot basis by the General Assembly (see resolution 62/269, para. 16) to process the challenges of unsuccessful bidders that are eligible under the pilot process; and the secretariat of the Headquarters Property Survey Board, which supports the work of the Survey Board on the disposal of United Nations property and assets.

Component 2
Enterprise resource planning project

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All business processes for the management of resources and programme performance are efficient, effective and have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(a) (i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures (ii) Increased percentage of business processes built and tested in human resources, finance, and supply chain and central support services
(b) Umoja is stabilized and operating effectively	(b) Decrease in the number of help desk support requests after stabilization

Strategy

25.19 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. Umoja combines new technology and training to improve the business practices of the United Nations Secretariat, aligning them with commonly accepted best practices. Rather than release a comprehensive solution as originally envisioned, the revised implementation approach plans to deploy in three phases: Umoja Foundation, Umoja Extension 1 and Umoja Extension 2. There are four major project stages: preparation; design; build; and deployment. Umoja Foundation began with a pilot in July 2013 and will be fully deployed by December 2015. The build phase for Umoja Extension 1 is in 2013-2014, with deployment planned for completion by the end of 2015. Umoja Extension 2 will be designed and built in 2015-2017, with deployment commencing in 2017. The principles that guide the design, build and deployment of Umoja include: (a) the widest possible inclusion of the business community; (b) complete coverage of all in-scope processes deployed in two phases preceded by a pilot; (c) functional coverage of approximately the 700 legacy systems that will be replaced by Umoja's single global information system; and (d) effective interface between Umoja and the legacy systems tha remain in place.

Component 3
Management evaluation component of the administration of justice

Objective of the Organization: To ensure greater personal accountability for decision-making

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	(a) All management evaluation requests are responded to within the prescribed 30- and 45-day time limits
(b) Improved accountability in management related decisions	(b) Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	(c) Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

25.20 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Requests for management evaluations of contested decisions will be undertaken within the prescribed 30 and 45-day time limits. Management evaluation is the final step, before a formal judicial process, to determine whether a mistake has been made or an irregular action taken, and to correct it, if necessary. It is also an opportunity to hold decision makers accountable in cases where an improper decision has been taken. The management evaluation process will also identify systemic issues and lessons learned with a view to improving decision-making in the Secretariat.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(a) (i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat in order to allow for simultaneous publication in all official languages (ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

25.21 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the above objectives will include: (a) proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and facilitating their work. Provision of analytical and historical information on their proceedings to the bodies concerned; and (b) proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications in order to allow simultaneous publication in all official languages.

Subprogramme 2
Programme planning, budget and accounts

Component 1
Programme planning and budgeting

Objective of the Organization: To ensure the effective and efficient formulation of the biennial programme plan, to secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve the management of the utilization of those resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals	(a) (i) Increased percentage of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages (ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided (iii) Increased number of Member States expressing satisfaction with the quality, including the standardization, of the biennial programme plan
(b) Improved management of regular budget, extrabudgetary and criminal tribunal resources	(b) Increased percentage of clients expressing satisfaction with the services received

Strategy

25.22 This component is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the 2016-2017 period, the focus will be on:

(a) Developing and monitoring policies, procedures and methodologies on budgetary matters;

(b) Issuing clear guidelines for the preparation of the biennial programme plan, fully taking into account the intergovernmental mandates and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation;

(c) Preparing and presenting to the legislative bodies the Secretary-General's budget outline; the biennial programme budget; budget performance reports; and other related documents on budgetary matters;

(d) Facilitating deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues, including through the provision of informal briefings to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, as needed, on programmatic and budgetary issues of particular interest to the Member States, in order to increase transparency and strengthen dialogue between the Secretariat and the Member States;

(e) Improving services to clients, both within and outside the Secretariat, through the simplification of processes and better use of technology.

Component 2
Financial services relating to peacekeeping operations

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(a) Increased percentage of budget and budget performance reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Liabilities for troops do not exceed three months (ii) Increased percentage of clients expressing satisfaction with the services received

Strategy

25.23 This component is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets, budget performance reports and special reports will be streamlined and will include results-based frameworks, where applicable, and resource requirements and expenditure information will be

made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

Component 3
Accounting, contributions and financial reporting

Objective of the Organization: To further improve the quality of financial statements and client satisfaction with services provided, to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) An unqualified audit opinion of the Board of Auditors on financial statements compliant with the International Public Sector Accounting Standards (IPSAS)
	(ii) No more than four significant adverse audit findings related to other financial matters
(b) Financial transactions that are timely and accurate	(b) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days after month's end
(c) Insurance policies that have increased benefits for the Organization	(c) Number of improvements or beneficial adjustments made to terms of insurance policies
(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(d) (i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month
	(ii) All pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines

Strategy

25.24 This component is the responsibility of the Accounts Division. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate

financial information. The Division will participate actively in the continued implementation of Umoja. It will also carry out activities aimed at ensuring the sustainability of IPSAS-compliant accounting and reporting. It will provide effective support to the Committee on Contributions and the General Assembly in the process of reviewing the methodology of the scale of assessments and will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Component 4
Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds in line with the investment strategy through:	(a) (i) Receipt of investment principal and interest on time
(i) safeguarding principal of investments;	(ii) Funds available to meet obligations
(ii) ensuring adequate liquidity; and	(iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return
(iii) investment return	
(b) Improved efficiency, timeliness and security of the electronic payment system	(b) Maintenance of a loss-free record in safeguarding financial resources

Strategy

25.25 This component is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management; and increasing efficiency, timeliness and security of the electronic payment system.

Component 5
Financial information operations

Objective of the Organization: To improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All critical Office of Programme Planning, Budget and Accounts systems are fully functional	(a) No unplanned outages of financial systems

Strategy

25.26 This component is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. The focus of its work will be on providing operational support to all divisions within the Office through continuous operational support for critical systems and developing and maintaining a coherent vision and information technology strategy for Office systems, consistent with established standards set by the Office of Information and Communications Technology. The Service will continue to coordinate services; establish standard system platforms and tools; ensure that sufficient controls are implemented across all critical systems; continue to review and compile the current business requirements of the Office in order to streamline processes; and ensure that significant system developments are supportive of the IPSAS and the implementation of the enterprise resource planning system.

Subprogramme 3
Human resources management

Component 1
Policy

Objective of the Organization: To align United Nations human resources policies to better meet the evolving needs of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved and modernized human resources policies, including harmonized policies across the United Nations common system, are formulated	(a) Increase in the number of administrative issuances that harmonize policies and practices across the common system and take into consideration the performance measures of Umoja processes
(b) Timely processing of appeals and disciplinary cases	(b) Provide response to appeals within statutory time (30 days) limits and initiate action on disciplinary matters within 90 days

Strategy

25.27 This component of subprogramme 3 is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General, as approved in General Assembly resolutions 61/244, 63/250, 65/247, 67/254 A and 67/255.

25.28 Particular attention will be placed on developing human resources management policies; the comprehensive review of the compensation system by the International Civil Service Commission; enhancing coordination with other organizations of the United Nations common system on system-wide human resources policies; and the provision of advisory services in respect of Secretariat staff worldwide, including the promotion of increased transparency, responsibility and accountability. The Administrative Law Section of the Office of Human Resources Management will continue focusing on managing appeals effectively, including representing the Administration before the United Nations Dispute Tribunal and processing of disciplinary cases in a timely manner.

Component 2
Strategic planning and staffing

Objective of the Organization: To foster the sound management of human resources and cultural change in the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Reduction in the number of unrepresented and underrepresented Member States in the Secretariat through the recruitment of candidates from those States for regular budget posts, if they prove to be the best qualified and competent personnel (ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat (iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised (iv) Increased percentage of female staff in the regular budget posts in the Professional and higher categories
(b) Availability of reports to the Security Council, the General Assembly and other intergovernmental bodies to enable fully informed decisions	(b) Member States have access to dynamic online reports on human resources information
(c) Increased efficiency and effectiveness of operations	(c) Availability of the human resources management scorecard tool to all departments and offices, with strategic operational targets and built-in progress reports to monitor success in achieving those targets
(d) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	(d) Number of voluntary movements

Strategy

25.29 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General aimed at

the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250, 65/247 and 67/255.

25.30 The Division consists of the Planning, Monitoring and Reporting Service; the Staffing Service; and the Outreach Section.

25.31 The core functions of the Planning, Monitoring and Reporting Service are to support the management of the Secretariat's human resources, including through: (a) strengthening of the new human resources management performance and accountability framework (human resources scorecard); (b) self-monitoring and targeted human resources management support; (c) the provision of advice to departments and offices on the proper exercise of delegated authority; and (d) the development of workforce strategies for meeting priorities.

25.32 The core functions of the Staffing Service are to: (a) manage the implementation of the staff selection system, including developing and managing components of the talent management system; (b) contribute to the development of strategies, policies and programmes to promote a dynamic, adaptable and global workforce; and (c) develop strategies for the management of the recruitment of young professionals and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments.

25.33 The core function of the Outreach Section is to support the Secretariat in identifying and attracting high-quality candidates through outreach activities and to conduct proactive and targeted recruitment campaigns.

Component 3
Learning, development and human resources services

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increase in the total number of training and learning opportunities undertaken by individual staff members
	(ii) Increased percentage of staff members benefiting from the minimum target of five days' training per year
(b) Improved career development and staff support	(b) (i) Increased number of staff members participating in career development and staff support programmes
	(ii) Increased percentage of participating staff members who recognize the positive contribution of career development and staff support programmes

	(iii) Maintain the percentage of departments and offices expressing satisfaction with advice and support provided by the Learning, Development and Human Resources Services Division
(c) Improved implementation of staff emergency preparedness plans and training programmes by departments/offices	(c) Increased number of staff members on the roster for family focal points/call centre volunteers

Strategy

25.34 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The Division will provide effective human resources management services and strengthen the integration of the core and managerial competencies into all human resources systems. This will include streamlining of human resources services (processing of initial appointments, reappointments, inductions, separations, transfers benefits and entitlements); improved advisory services; an enhanced performance management and development system; training and support for career development; providing support for staff in balancing their professional and personal lives; ensuring that these programmes are aligned with a more structured approach to mobility in compliance with relevant General Assembly resolutions, in order to meet organizational needs and develop a more adaptable, dynamic and global workforce; and collaborating with departments within the Secretariat and the agencies, funds and programmes of the United Nations system in risk-based preparedness, emergency response and post-emergency response, within the context of the organizational resilience management system.

Component 4
Medical services

Objective of the Organization: Reduction of health care-related risks to the United Nations and its staff

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction in preventable staff harm	(a) (i) Reduction in the number of work-related incidents that result in illness or injury
	(ii) Reduction in the number of sick leave days due to work-related incidents
	(iii) Increase in the number of duty stations with an approved medical component in their mass casualty incident plans
(b) Improved quality of United Nations health-care services	(b) (i) Improved level of satisfaction expressed by clients who are surveyed regarding services

	(ii) Improved level of satisfaction expressed by field medical staff regarding advice and support provided by the Medical Services Division
(c) Reduction in health-related costs	(c) (i) Reduction in the number of days of sick leave due to illness or injury
	(ii) Reduction in the number of medical evacuations

Strategy

25.35 This component is the responsibility of the Medical Services Division of the Office of Human Resources Management. The Division has developed a strategic plan with three objectives: reduction in preventable harm; reduction in health-related costs; and improvements in client satisfaction.

25.36 The Division provides on-site occupational health services in New York and delivers services to over 100 locations worldwide. The Division will focus on improving access to and provision of occupational health services to staff in all locations.

25.37 The Division will focus on occupational health risks and will commence the collection of information about occupationally incurred injury or illness, allowing for the development of baseline estimates of tangible and intangible costs. The Division will continue to manage sick leave, disability, medical clearances, medical evacuations and repatriations, and preparedness for public health emergencies, including the medical aspects of crisis and mass casualty response plans in field duty stations. The Division will continue to provide technical supervision to dispensaries and to clinics of peacekeeping missions and will coordinate the implementation of health-care policy throughout the United Nations system. The Division will contribute expertise to field medical recruitment.

25.38 The Division will strengthen governance over the safety and quality of the health care delivered in the field, aiming to reduce preventable harm and improve health-care outcomes. The Division will continue to deploy its electronic occupational health record.

25.39 The Division will further develop and align its activities with the strategic priorities of the Organization, including specific attention to the managerial mechanisms required to address systemic occupational health, safety and medical needs related to the expanding worldwide field presence of United Nations staff.

Component 5
Human resources information systems

Objective of the Organization: To ensure that information and communications technology systems of the Office of Human Resources Management support human resources functions throughout the United Nations Secretariat

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improve implementation of human resources information technology systems, data warehousing and reporting tools	(a) (i) Reduction in the average number of hours to respond to requests for human resources information systems support
	(ii) Update through regular enhancements, and support the maintenance of all Inspira modules, including recruitment, performance management, learning, reporting, mobility and general human resources administration, and enhanced operational and management reporting

Strategy

25.40 This component of subprogramme 3 is the responsibility of the Human Resources Information Systems Section of the Office of Human Resources Management.

25.41 In working towards the objective of the subprogramme, the Section will continue to improve, maintain and, where necessary, develop information systems to support the implementation of United Nations human resources reforms.

25.42 Core activities will include support for Inspira, the talent management system, including enhancements in the areas of recruitment, learning and performance management.

25.43 The Section will also provide support for and enhancement of the data warehouse, including strengthening the online Human Resources Management scorecard in order to provide self-service tools that allow for self-monitoring of targets and performance using human resources action plans and facilitate monitoring and oversight by Member States.

25.44 The Human Resources Information Systems Section service desk will continue to provide Integrated Management Information System (IMIS) human resources functional support services, as well as transition to Umoja human resources functional support to the departments at Headquarters and offices away from Headquarters.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities and broadcasting services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of overseas facilities	(b) Increased proportion of capital maintenance programmes of offices away from Headquarters that are standardized, complete and up to date
(c) Operation of a property management system that is fully IPSAS compliant	(c) Recognition by the Board of Auditors that the property management system is IPSAS compliant
(d) Savings achieved in travel costs for the Organization	(d) Savings achieved as a result of the use of United Nations-negotiated airline discounts
(e) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information	(e) Number of offices implementing an increased proportion of information systems that meet digital record-keeping standards consistent with and in support of United Nations information and knowledge management objectives
(f) Enhanced timeliness and reliability of mail and pouch services	(f) Increased percentage of on-schedule deliveries of pouch services

Strategy

25.45 This component of the subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. The biennium 2016-2017 will be the first in which the Division will fully operate the renovated Headquarters facility. The technological and design upgrades will require comprehensive maintenance servicing as well as operational and resource adjustments to utilize and maintain the complex in the most efficient and effective manner. In line with previous initiatives and the implementation of IPSAS and Umoja, the Division will continue to lead the implementation of Secretariat-wide frameworks for the planning and management of capital expenditure and property.

25.46 In order to achieve the objective of the subprogramme, the emphasis of the work programme will be on:

(a) Managing technological and operational changes at the renovated Headquarters facility through a shift in focus away from a repairs-based approach to a proactive, preventative maintenance approach in order to promote efficiency, operational continuity and environmental sustainability;

(b) Achieving operational efficiencies in the areas of receipt of goods, transportation, mail operations and inventory management following the completion of the redesigned loading dock and full implementation of a centrally managed warehouse;

(c) Achieving efficiencies in space utilization through long-term planning of office accommodation and flexible workspace arrangements that promote productivity and the well-being of the occupants;

(d) Improving the efficiency of facility services delivery through the continued implementation of improved customer relationship and information management systems and real-time monitoring of key performance indicators, including in the areas of office space planning and asset management;

(e) Improving the management of properties by establishing Organization-wide frameworks in support of IPSAS and Umoja, including the ongoing strategic capital reviews and close coordination of the prioritization, budgeting mechanisms, planning and execution of the resulting overseas construction and major maintenance projects;

(f) Maintaining efficient and cost-effective travel and transportation services, through best practices, as well as close cooperation and benchmarking with other organizations of the United Nations system;

(g) Raising awareness and improving capacity for digital record-keeping and preservation to comply with United Nations information standards and the knowledge management strategy through the provision of advisory services, training and web-based tools, and in partnership with stakeholders;

(h) Strengthening the policy development and oversight capacity of the Division, particularly in the area of facilities management;

(i) Continuing to promote environmental sustainability at United Nations Headquarters premises in coordination with all departments and offices, in line with the Secretary-General's priority to respond to the threats of climate change and in order to deliver on his commitment to move the United Nations towards climate neutrality.

Component 2
Procurement services

Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of the acquisition plan	(a) (i) Increased percentage of clients responding to surveys who express satisfaction (ii) Reduction in the average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order (iii) Reduction in the ratio between receivable procurement challenges submitted to the Award Review Board and debriefs conducted
(b) Enhanced level of international competition	(b) Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat
(c) Improved compliance with procurement policies, procedures and best practices	(c) Increased implementation rate of outstanding/open audit findings by the United Nations Board of Auditors and the Office of Internal Oversight Services
(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(d) Increased number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition, in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.47 This component of the subprogramme is the responsibility of the Procurement Division of the Office of Central Support Services. In the biennium 2016-2017, the Division will focus on the following activities to achieve the objective of the subprogramme:

(a) Continued development and sharing of best practices within the United Nations system; continued review and improvement of procurement procedures and guidelines through the use of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, the United Nations Global Marketplace;

(b) Close cooperation with requisitioners and stakeholders in order to continue to improve the development of comprehensive source selection plans, statements of work, technical specifications, and objective and measurable evaluation criteria;

(c) Further improvement of the cooperation with the International Chamber of Commerce, the World Chambers Federation and participating chambers of commerce worldwide in disseminating relevant information on United Nations tender requirements, with a view to increasing the pool of bidders. In particular, searching for potential suppliers in business sectors in which the Organization has a limited source of supply and continuing to conduct vendor performance reviews within the existing vendor sanction mechanism;

(d) Strengthening of the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes and rotation of staff between Headquarters and other locations in order to ensure the consistent application of and full compliance with established policies, procedures and best practices across the Organization.

Component 3
Business continuity

Objective of the Organization: To ensure the viability of business continuity planning and the integration of emergency preparedness initiatives into the organizational resilience management system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity to respond to disruptions and crisis events	(a) (i) Critical process recovery starts within 24 hours of a disruption
	(ii) Timely completion of organizational resilience exercises, involving United Nations Headquarters departments and offices

Strategy

25.48 This component of the subprogramme is the responsibility of the Business Continuity Management Unit in the Office of Central Support Services. In order to achieve the objective, the Unit will focus on the following:

(a) Implement a maintenance, exercise and review regime at Headquarters, offices away from Headquarters and the regional commissions, including regular testing of the organizational resilience management system components to ensure capability to respond to disruptions or crisis events; the training of crisis decision makers; and the performance of yearly emergency management simulation exercises;

(b) Successfully implement the organizational resilience management system in all Secretariat duty stations, including offices away from Headquarters, the regional commissions and the field missions of the Department of Peacekeeping Operations and the Department of Political Affairs; and promote increased interest in the organizational resilience management system among the agencies, funds and

programmes through the United Nations System Chief Executives Board for Coordination (CEB) and the High-Level Committee on Management;

(c) Share best practices in emergency management and organizational resilience among departments of the Secretariat, the agencies, funds and programmes, other United Nations entities, the private sector and host nation authorities;

(d) Work closely with the Department of Safety and Security and the Office of Human Resources Management to ensure that elements of the organizational resilience management system are mainstreamed into training courses.

Subprogramme 5
Information and communications technology strategic management and coordination

Objective of the Organization: To ensure the efficient, effective and transparent achievement of strategic organizational goals by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved knowledge management, resource management and infrastructure management	(a) (i) Increased number of common applications and services and infrastructure made available through knowledge management, resource management and infrastructure management programmes
	(ii) Reduced number of applications and websites globally
	(iii) Increased number of systems and infrastructure consolidated in enterprise data centres
(b) Use of ICT resources optimized according to common architecture, standards and policies	(b) Increased number of Organization-wide ICT standards, guidelines and procedures implemented
(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to ICT	(c) Increased number of system-wide harmonization efforts

Strategy

25.49 The subprogramme is the responsibility of the Office of Information and Communications Technology. The Office will focus on achieving coherence in and coordination of ICT functions across the Secretariat, establishing effective ICT governance structures with clear lines of authority and accountability and fostering deeper coordination and collaboration throughout the United Nations system in all matters related to ICT. In this context, efforts will focus on:

(a) Development of global ICT governance structures, policies, processes and standards to manage ICT more effectively;

(b) Innovative technology solutions that transform the Organization and strengthen alignment between ICT programmes and the core work of the United Nations;

(c) Establishment of strategic programmes for knowledge management, resource management and infrastructure management;

(d) Critical reviews of ICT initiatives and services to optimize the use of ICT resources;

(e) Increased coordination and collaboration on ICT with other United Nations entities, including harmonization efforts (either directly or through the CEB High-level Committee on Management/Information and Communication Technology Network).

Subprogramme 6
Information and communications technology operations

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities.	(a) (i) Decreased legacy applications/ websites through migration to Umoja and other enterprise solutions
	(ii) Increased percentage of critical systems with disaster recovery and resiliency
(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(b) (i) Increased number of Umoja users to whom support services are provided
	(ii) Increased number of infrastructure elements implemented to support the Umoja system in achieving effective disaster recovery capabilities
	(iii) Increased number of technology solutions implemented to support information security pertaining to Umoja
(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	(c) Reduced number of security breaches
(d) Enhanced alignment of standardized service and project delivery processes	(d) Increased number of ICT services provided with increased maturity levels

Strategy

25.50 The subprogramme is the responsibility of the Office of Information and Communications Technology under the strategic direction of the Chief Information Technology Officer. The work programme will emphasize:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources;

(b) Supporting Umoja deployment and mainstreaming;

(c) Strengthening cybersecurity to protect the Organization;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Enhancing service and performance management;

(f) Developing and implementing a standardized global service catalogue to improve services provided by the Office and other relevant ICT units in meeting the strategic goals of the Organization.

B. United Nations Office at Geneva*

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall management of programme budget and extrabudgetary resources	(a) (i) Reduced level of unliquidated obligations and cancellation of prior-period obligations as a percentage of final programme budget appropriation
	(ii) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(iii) Reduced percentage variance between extrabudgetary allotments and expenditures
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements

* The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

	(ii) Reduced number of significant adverse findings related to other financial matters
(c) Improved timeliness and accuracy of financial transactions	(c) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Increased percentage of automated disbursements through electronic fund transfers

Strategy

25.51 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy will include: (a) participating in the formulation of changes in United Nations financial management and policy, in particular the new enterprise resource planning system and IPSAS; (b) coordinating with Headquarters and providing timely advice to the entities serviced on financial management; (c) regularly reviewing procedures to ensure more effective financial management; (d) conducting risk assessment, introducing mitigating actions or strengthening systems of control; and (e) ensuring strict compliance with the Financial Regulations and Rules and the financial policies of the United Nations.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Geneva in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increased number of staff participating in the training courses offered by the Organization
	(ii) Majority of staff responding to surveys who express satisfaction with the overall services provided by the Human Resources Management Service
(b) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(b) (i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Increased percentage of female staff in the Professional and higher categories

	(iii) Reduced average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.52 The subprogramme is the responsibility of the Human Resources Management Service. Attention will focus on aligning the services provided with the priorities of the Organization and the full use of human resources components of the Organization's enterprise resources planning system (Umoja) and talent management tools (Inspira) in the areas of: (a) staff selection and administration; (b) staff development and learning activities; and (c) medical services, including health and wellness programmes.

Subprogramme 4
Support services (Geneva)

1. Objective of the Organization: To ensure the effective and efficient functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of facilities	(b) Increased percentage of capital maintenance programmes that are standardized, complete and up to date
(c) Improved planning in respect of travel arrangements	(c) Increased percentage of air tickets purchased for the United Nations Office at Geneva and client offices, at least two weeks before the commencement of the travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the number of days between final statement of work and contract award

(b) Enhanced level of international competition	(b) Increase in the number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.53 The subprogramme is the responsibility of the Office of Central Support Services. Emphasis will be placed on enhancing the efficiency of facilities management and providing cost-effective, efficient and high-quality procurement and travel services.

Subprogramme 6
Information and communications technology operations (Geneva)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Decreased legacy applications/ websites through migration to Umoja and other enterprise solutions (ii) Increased percentage of critical systems with disaster recovery and resiliency
(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(b) (i) Increased number of Umoja users to whom support services are provided (ii) Increased number of technology solutions implemented to support information security pertaining to Umoja
(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	(c) Reduced number of security breaches
(d) Enhanced alignment of standardized service and project delivery processes with best practices	(d) Increased number of ICT services provided with increased maturity levels

Strategy

25.54 The subprogramme is the responsibility of the Information and Communications Technology Service, under the strategic direction of the Chief and in coordination with the Office of Information and Communications Technology. The emphasis of the work programme will be on: (a) translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources; (b) supporting Umoja deployment and mainstreaming; (c) strengthening cybersecurity to protect the Organization and employees; (d) defining comparable levels of performance with industry benchmarks and monitoring performance; and (e) enhancing service and performance management.

Subprogramme 7
Library services (Geneva)

Objective of the Organization: To build past, present and future collective recorded knowledge of the United Nations and of related external resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More efficient and user-friendly access to a broader range of recorded knowledge of the United Nations and external library resources	(a) Increased access to online and digitized information resources
(b) Improved implementation of records management standards and best practices across the United Nations Office at Geneva to solidify United Nations institutional memory	(b) (i) Increased number of file classification schemes and/or retention schedules established (ii) Increased volume of electronic records transferred to the Records Management System
(c) Improved knowledge-sharing for cultural exchange and education and dialogue on key United Nations issues	(c) Increased number of participants in activities organized by the Library

Strategy

25.55 The subprogramme is the responsibility of Library services at the United Nations Office at Geneva, which is the centre for knowledge management, institutional memory, cultural diplomacy and intellectual, educational and academic outreach at the Office. The Library will enhance access to collective recorded knowledge of the United Nations and to external content supporting such knowledge, by adapting services to the changing needs of stakeholders and implementing communications activities. The digital library and archives will be expanded, and efforts will be increased to foster efficient and standard-compliant records management and provide long-term stewardship and guaranteed access to the collections. The Library will increase its presence in international collaborative projects, continue to provide a platform for diversity across cultures and between Member States and the international community and expand its outreach programme for exchange, education and dialogue on key United Nations issues.

C. United Nations Office at Vienna*

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall management of programme budget and extrabudgetary resources	(a) Reduced level of unliquidated obligations and cancellation of prior-period obligations as a percentage of final programme budget appropriation
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements (ii) No more than two significant adverse audit findings related to other financial matters
(c) Improved timeliness and accuracy of financial transactions	(c) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents

Strategy

25.56 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting. The strategy will include: (a) improving client services and simplifying administrative processes; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) improving current procedures for the administration of extrabudgetary funds, including further increasing the timeliness of responses to client departments and offices; (e) participating in the formulation of, and keeping abreast of, changes and developments in the United Nations policy on budget, finance, treasury and related areas.

* The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increased number of staff participating in the training courses offered by the Organization
	(ii) Majority of staff responding to surveys who express satisfaction with the overall services provided by the Human Resources Management Service
(b) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(b) (i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Increased percentage of female staff in the Professional and higher categories
	(iii) Reduced average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.57 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of (a) staff development, by upgrading the substantive and technical skills of the staff, linking learning and training initiatives closely to the performance appraisal system, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; (b) strengthening a mechanism of staff and management accountability and responsibility at all levels; (c) fostering a more mobile, versatile and multi-skilled workforce; and (d) in coordination with the International Atomic Energy Agency (IAEA), making efforts to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

1. Objective of the Organization: To ensure the efficient and effective functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided as per established turnaround time
(b) Improved planning in respect of travel arrangements	(b) Increased percentage of air tickets purchased at least two weeks before the commencement of the travel for United Nations Office at Vienna and United Nations Office at Vienna client offices

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of clients responding to surveys who express satisfaction (ii) Reduction in the average number of days between final statement of work and contract award (iii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

3. Objective of the Organization: To build past, present and future collective recorded knowledge of the United Nations and of related external resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness and usage of electronic research resources	(a) Increased usage of electronic library resources available at the Organization

Strategy

25.58 This subprogramme is the responsibility of the General Support Services. The focus will be on: (a) maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations; (b) pursuing energy-saving and environmentally friendly measures at the Vienna International Centre; (c) improving the efficiency of general services by introducing cost-containment measures in photocopying and printing services, mail services and facilities alternation services; (d) continuing to improve quality and reduce processing time in the area of procurement through increased automation and further rationalization of the procurement process, wherever possible; (e) extending training of procurement processes to the field offices of the United Nations Office on Drugs and Crime; and (f) improving outreach services of the Library to clients, especially in the use of electronic resources.

Subprogramme 6
Information and communications technology operations (Vienna)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Decreased legacy applications/ websites through migration to Umoja and other enterprise solutions (ii) Increased percentage of critical systems with disaster recovery and resiliency
(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(b) (i) Increased number of Umoja users provided with support services (ii) Increased number of technology solutions implemented to support information security pertaining to Umoja
(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	(c) Reduced number of security breaches
(d) Enhanced alignment of standardized service and project delivery processes	(d) Increased number of ICT services provided with increased maturity levels

Strategy

25.59 The subprogramme is the responsibility of the Information Technology Service under the strategic direction of the Chief Information Technology Officer. The work programme will emphasize: (a) translating the Organization's functional

and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources; (b) supporting Umoja deployment and mainstreaming; (c) strengthening cybersecurity to protect the Organization; (d) defining comparable levels of performance with industry benchmarks and monitoring performance; and (e) enhancing service and performance management.

D. United Nations Office at Nairobi*

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall management of programme budget and extrabudgetary resources	(a) (i) Reduced level of unliquidated obligations and cancellations of prior-period obligations as a percentage of final programme budget appropriation
	(ii) Reduction in the turnaround time for issuance of extrabudgetary allotments
	(iii) Reduced percentage in the variance between extrabudgetary allotments and expenditures
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements
	(ii) Reduced number of significant adverse audit findings related to other financial matters
(c) Improved timeliness and accuracy of financial transactions	(c) (i) Increased percentage of payments processed and transactions recorded within 30 days of the receipt of all appropriate documents
	(iii) Increased percentage of automatic disbursements through the Society for Worldwide Interbank Financial Telecommunication (SWIFT)

* The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

Strategy

25.60 The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve service delivery and simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Regularly reviewing workflow procedures to identify more efficient and faster client response;

(e) Participating in the formulation of, and keeping abreast of, changes and developments in the United Nations policy on budget, finance, treasury and related areas and support shaping United Nations policies and corporate guidance, in particular as regards Umoja and IPSAS.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Nairobi to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increased number of staff participating in the training courses offered by the Organization
	(ii) Majority of staff responding to surveys who express satisfaction with the overall services provided by the Human Resources Management Service
(b) Improved recruitment, placement and promotion of the best qualified and competent staff as well as facilitation of greater geographical representation and gender balance	(b) (i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Increased percentage of female staff in the Professional and higher categories
	(iii) Reduced average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

(c) Improved occupational health services	(c) (i) Increased percentage of clients expressing satisfaction with health-care services rendered to staff (ii) Increased percentage of medical clearances done within five working days

Strategy

25.61 The Human Resources Management Service strategy will include:

(a) Leveraging technology to help in streamlining human resource processes;

(b) Keeping staff and management informed of human resources policies and other important organizational changes;

(c) Fostering, among human resources staff, a service-focused, client-oriented work culture;

(d) Promoting needs-based training programmes to enhance managerial leadership skills and staff career progression and to develop comprehensive career management tools, job enrichment strategies and mentoring programmes to equip staff for new opportunities;

(e) Supporting departments in meeting their staffing targets through assistance with recruitment and classification activities;

(f) Advocating quality of work-life balance and improvement of the working environment by promoting flexitime, telecommuting and providing stress counselling services and health management advice.

Subprogramme 4
Support services (Nairobi)

1. Objective of the Organization: To ensure the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Decrease in the number of infrastructure system malfunctions
(b) Improved management of facilities	(b) Increased percentage of capital maintenance programmes that are standardized, complete and up to date
(c) Improved planning in respect of travel arrangements	(c) Increased percentage of air tickets purchased at least two weeks before commencement of travel on behalf of client offices

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the average number of days between final statement of work and contract award
(b) Enhanced level of international competition.	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.62 The Support Services Service will seek to harmonize policies and procedures, concentrate on redesigning process flows, build capacity, introduce common services, build partnerships with clients, and improve infrastructure with the focus on:

(a) Reducing the turnaround time for the provision of facilities services;

(b) Improving and upgrading facilities;

(c) Further improvement of quality and processing time in the area of procurement through increased automation and further rationalization of the process.

Subprogramme 6
Information and communications technology services (Nairobi)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Decreased legacy applications/ websites through migration to Umoja and other enterprise solutions
	(ii) Increased percentage of critical systems with disaster recovery and resiliency
(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(b) (i) Increased number of the Umoja users provided with support services
	(ii) Increased number of technology solutions implemented to support information security pertaining to Umoja
(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	(c) Reduced number of security breaches
(d) Enhanced alignment of standardized service and project delivery processes	(d) Increased number of ICT services provided with increased maturity levels

Strategy

25.63 This subprogramme is responsible for providing ICT services for the United Nations Environment Programme, the United Nations Human Settlements Programme and the United Nations Office at Nairobi (including technology support for the Division of Conference Services and the Department of Safety and Security), under the strategic direction of Chief Information Technology Officer. The emphasis of the workplan will be on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources;

(b) Supporting Umoja deployment and mainstreaming;

(c) Strengthening cybersecurity to protect the Organization and employees;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Enhancing service and performance management.

Legislative mandates

Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009
62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/244	Programme budget for the biennium 2010-2011
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013

66/248	Programme budget for the biennium 2012-2013
67/254 A and B	Special subjects relating to the programme budget for the biennium 2012-2013
68/245	Programme budget for the biennium 2012-2013
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
68/248	Programme budget for the biennium 2014-2015

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice at the United Nations
59/313	A strengthened and revitalized General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies

61/261	Administration of justice at the United Nations
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/228	Administration of justice at the United Nations
63/253	Administration of justice at the United Nations
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/259	Towards an accountability system in the United Nations Secretariat
65/251	Administration of justice at the United Nations
66/237	Administration of justice at the United Nations
67/241	Administration of justice at the United Nations
67/253	Progress towards an accountability system in the United Nations Secretariat
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
68/254	Administration of justice at the United Nations

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/575	Results-based budgeting
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/234	Financial reports and audited financial statements, and reports of the Board of Auditors
60/257	Programme planning
61/233	Financial reports and audited financial statements, and reports of the Board of Auditors
61/235	Programme planning
62/223	Financial reports and audited financial statements, and reports of the Board of Auditors

62/224	Programme planning
63/246	Financial reports and audited financial statements, and reports of the Board of Auditors
63/247	Programme planning
64/268	Financial reports and audited financial statements, and reports of the Board of Auditors
64/229	Programme planning
65/243 A and B	Financial reports and audited financial statements, and reports of the Board of Auditors
65/244	Programme planning
66/8	Programme planning
67/235 A and B	Financial reports and audited financial statements, and reports of the Board of Auditors
67/236	Programme planning
68/20	Programme planning
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system
59/266	Human resources management
60/238	Human resources management

61/239	United Nations common system: report of the International Civil Service Commission
61/244	Human resources management
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda
61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
62/248	Human resources management
63/250	Human resources management
63/271	Amendments to the Staff Regulations
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/260	Special subjects relating to the programme budget for the biennium 2010-2011
65/247	Human resources management
65/248	United Nations common system: report of the International Civil Service Commission
66/234	Human resources management
66/235	United Nations common system: report of the International Civil Service Commission
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
67/246	Questions relating to the programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013
67/255	Human resources management
67/257	United Nations common system: report of the International Civil Service Commission
68/252	Human resources management

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform
57/304	Information and communication technology strategy
58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna
59/276	Questions relating to the programme budget for the biennium 2004-2005
59/288	Procurement reform
61/246	Procurement reform
61/251	Capital master plan
62/87	Capital master plan
62/269	Procurement reform
63/263	Questions relating to the programme budget for the biennium 2008-2009
63/268	Special subjects relating to the programme budget for the biennium 2008-2009, section III
63/270	Capital master plan
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
65/269	Capital master plan

66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015

Subprogramme 5
Information and communications technology strategic management and coordination

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform
57/304	Information and communication technology strategy
59/275	Programme planning
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/235	Programme planning
62/224	Programme planning
62/250	Support account for peacekeeping operations
63/247	Programme planning
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/287	Support account for peacekeeping operations
65/259	Questions relating to the programme budget for the biennium 2010-2011
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013

Subprcgramme 6
Information and communications technology operations

General Assembly resolutions

57/304	Information and communication technology strategy
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communications technology strategy
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/287	Support account for peacekeeping operations
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015